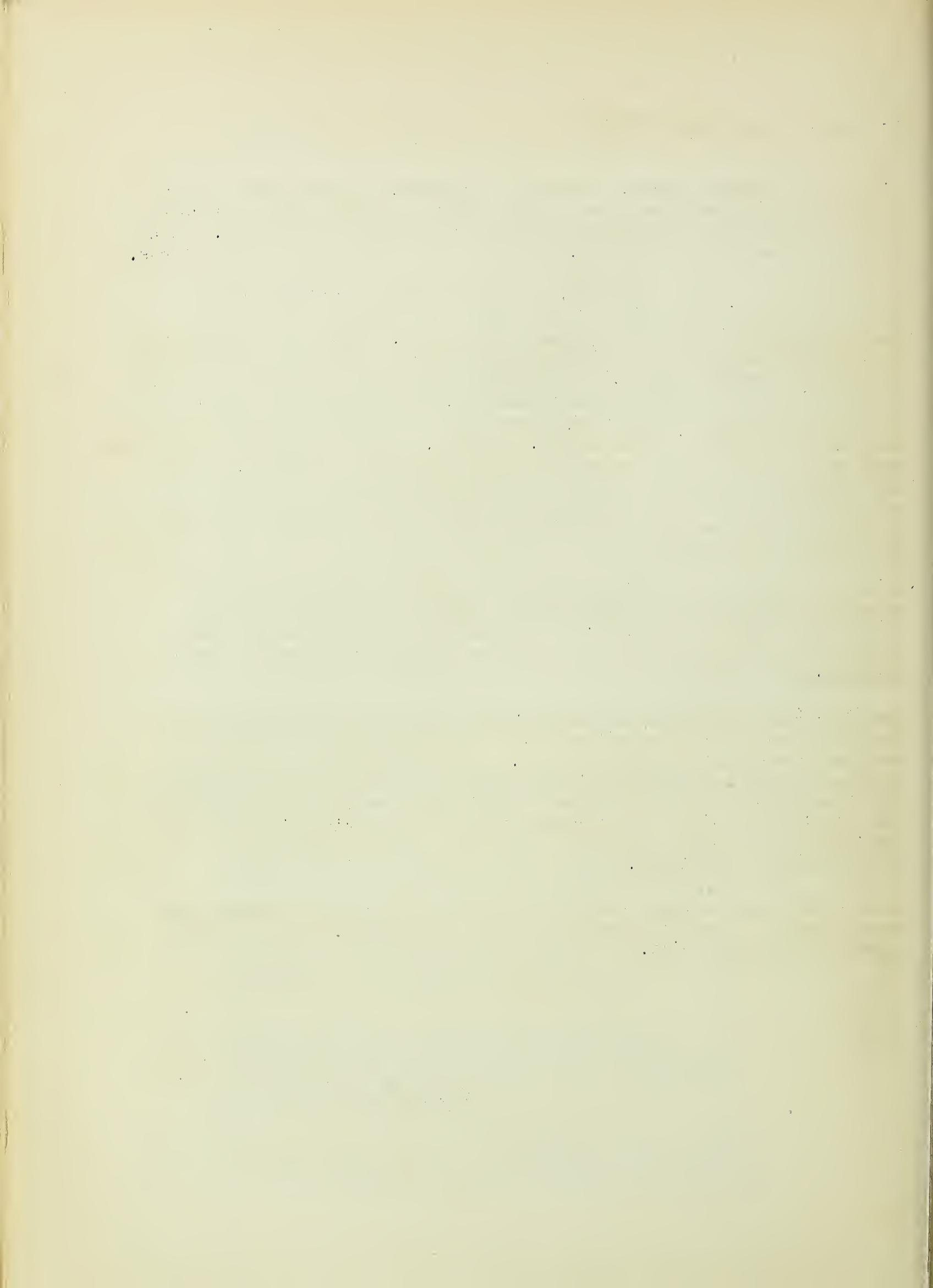


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UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

July 22, 1942

ADMINISTRATOR'S MEMORANDUM NO. 19 ✓

Improvement in Administration

Real improvements in administration - the ones that count - do not come as result of dramatic flare-ups or desk-pounding. Rather they come step by step through hard and painstaking effort.

It would be easy and dramatic to say "cut all paper work 50 percent!" But it would be fruitless. But there is something to the idea - it has more than ordinary validity at this time. We need to cut paper work as much as 50 percent - the question is how to do it and who will do it.

Right now there's more work to be done and more work undone, than at any previous time. Manpower is inadequate compared with the load we are all carrying. The machines - the typewriters, the adding machines, the duplicating machines, - are inadequate and they will be harder to get. Space in which to operate is less abundant than it once was.

We could have another survey - a continuous, painstaking survey - but that takes time and now there is not time to spare.

Therefore, every executive, every supervisor in the organization, is asked to do as careful and complete and as scientific a job as is possible, and we know they're all capable of this, looking toward reduction to the absolute minimum of paper work in the AMA. Every supervisor and executive is expected to needle his superior - in a nice way, of course - with a view to obtaining his approval in reducing paper work. We must have adequate documentation and essential reports, but the words "adequate" and "essential" are susceptible of the widest possible range of interpretation. We can't suggest an interpretation of either that will meet every situation. We can, however, ask that our best brain power all up and down the line concentrate on making these words have meaning in their particular areas of responsibility. The responsibility which has been liberally delegated involves precisely at this time the exercise of initiative looking towards the most economical and efficient use of resources - manpower, time, space, mechanical appliances, energy.

This request should have immediate response throughout the organization.

Roy F. Endrikson
Administrator

